

INSTITUTIONAL ASSESSMENT OF INYUAT E MAA:
Institutional Development Framework For Community
Membership Community Based Conservation



8TH - 12TH JUNE, 1998.

By:

Environmental Policy and Institutional Strengthening Project (EPIQ)

P.O.Box 23261, Dar es Salaam, Tanzania
87 Haile Selassie (Next to Karibu Hotel)
(255)-51-667 589; 666 190; 666 088; 667 900; Fax: 668 611
www.epiq.or.tz

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Date of Completion: 12 June 1998

CBO Management Profile: Calculation Sheet
Organization: Inyuat e Maa

<i>Capability</i>	<i>Sub-title</i>	<i>Score</i>	<i>Comments</i>
I. OVERSIGHT/VISION			
<i>Board</i>	<i>Board Composition</i>	0	Current Executive Committee is slated to be disbanded. Maa plans to create a new Board of Directors, comprised of Village elders, men, women, and youth that will provide direction to the CBO and serve as an information conduit between community members and Maa. A Board of Trustees, comprised of committed individuals outside Maa will be formed to oversee funds and other organizational assets. Finally, a General Conference, comprised of all community members will meet annually to ensure that Maa is on course.
	<i>Understanding of Members Board of Directors and Board of Trustees of their roles</i>	0	See above.
	<i>Active participation of member of Board of Directors</i>	0	See above.
	<i>Institutional drive provided by Board</i>	0	See above.
	Sub-total/5	0.00	

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<i>Mission Statement</i>		1	Currently, no official Mission Statement exists. However, Maa has been actively soliciting community input into a new Mission Statement for the CBO. This will be revised in upcoming community meetings, finalized with the Board of Directors and adopted as a formal Mission Statement.
<i>Autonomy</i>		1	Currently, Maa is included in AWF's PORI Cooperative Agreement with USAID. Funds from the CA are slated to finance 3 staff in Arusha, a computer, and office, and office furniture.
Sub-total For Oversight/Vision		0.66	
I. MANAGEMENT RESOURCES			
<i>Leadership Style</i>	<i>Leadership source</i>	2	Executive Director is actively resuscitating Maa, with assistance from key community leaders and elders, some of whom are likely to be members of the new Board of Directors. In addition, the Executive Director is receiving support from some members of the current Maa Executive Committee
	<i>Staff participation in leadership</i>	2	With the hiring of two staff (William and Lengai), the Executive Director is receiving additional support in developing a vision for Maa
	Sub-total:	2.0	
<i>Participatory Management</i>	<i>Delegation of Decision-Making</i>	1.5	Executive Director is currently driving force. However, William and Lengai are increasingly participating in decision-making.
	<i>Transparency of Decision-making</i>	4	All significant decisions are made together with staff (for example Lengai took part in restructuring study). Executive Director plans to establish a Management Team, comprised of Zonal and Financial Managers, and the Executive Director will reach consensus on key decisions.
	<i>Staff ability to influence participation</i>	1	No Terms of Reference have yet been drafted for staff, although a general sense of roles and responsibilities is evolving.
	<i>Communication</i>	2	Staff meetings are held. Staff meet and communicate openly and frequently. But formal and informal channels not yet systematized.
Sub-total/5		2.12	
<i>Management Systems</i>	<i>Personnel</i>	1	No formal systems exist.
	<i>Files</i>	1	No file system exists.

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	<i>Administrative</i>	1	Administrative systems are ad hoc.
	Sub-total:	1.0	
<i>Planning</i>	<i>Scope of Planing</i>	1	No formal systems exist.
	<i>Participation in Planning</i>	2	Staff participate in planning. Formal planning does not yet include Members, although it will.
	<i>Based on Budgets</i>	0	Not yet applicable as Maa does not have a plan.
	<i>Work plans</i>	1	Work plans not prepared.
	Sub-total:	1.0	

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<i>Monitoring and Evaluation</i>	<i>Systems</i>	1	No systems exist.
	<i>Participation</i>	2	Informal channels for feedback from community exist and appear to be used. The planned field and board structure of Maa will build on these networks.
	Sub-total:	1.5	
	Sub-total For Management Resources	1.5	
III. HUMAN RESOURCES			
<i>Staff Skills</i>	<i>Match of staff to skills</i>	1	Maa is lacking in a range of technical skills and in the number of staff to execute its mission.
	<i>Staff Capacity</i>	1	Currently, Maa lacks a "professional" staff. Significant training needs are anticipated.
	Sub-total:	1.0	
<i>Staff Development</i>	<i>Staff Development Policy</i>	1	No policy exists.
	<i>Mentoring</i>	1	No Mentoring Policy exists..
	<i>Recognition</i>	2	Staff receive positive reinforcement from Executive Director. However, formal performance appraisal is not practiced.
	Sub-total:	1.33	
<i>Diversity</i>	<i>Diversity Policy</i>	1	Maa is committed to pursuing diversity, however, no formal policy exists.
	<i>Staff Diversity</i>	1	Currently staff is all male Maasai. Maa hopes to employ women and Ndorobo.
	<i>Board of Directors Diversity</i>	1	Board is not yet formed. Maa hopes to employ women and Ndorobo.
	Sub-total /3:	1.0	
	Sub-total For Human Resources	1.11	
IV. FINANCIAL RESOURCES			
<i>A. Financial Management</i>	Reports	0	Reports have not yet been completed (since the CBO was revitalized.)
	Budgets	0	Maa does not yet have a budget. It is managed and controlled by AWF.
	Controls	0	Funds are controlled by AWF.

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	Audits	0	Ann audit was performed in 1995. In the meantime, all Maa's financial and physical resources went missing.
	Accounts	0	Maa has no funds to manage at this point. Disbursement is made through AWF.
	Sub-total/5	0.00	
<i>B. Financial Vulnerability</i>	Diversity of funding sources	1	Financing from only one donor (AWF) via USAID Cooperative Agreement.
	Tanzanian sources of financing	1	No local financing.
	Sub-total/5	1.0	
<i>C. Financial Solvency</i>		1	Insufficient funds to meet needs.
Average of sub-totals for Financial Resources:		0.66	
E. COMMUNITY RESOURCES			
<i>A. Community Participation</i>		2	Very active effort to get community input into Maa's restructuring and into gaining community ownership of Maa.
<i>B. Ability to work with local communities</i>		2	During restructuring effort will be to structure Maa with strong representation field. Communities appear to have strong trust in the intentions of Maa and are now waiting for it to produce results.
<i>C. Members' identification with Maa</i>		2.75	Communities' appear to feel that Maa is there to serve them. However, Maa has not yet been able to produce tangible results. Once it has it will rank a "3" in scoring.
<i>D. Transparency/Accountability of CBO to community</i>		0	Information has not yet been shared with communities.
	Sub-total/4:	1.68	
Avg of Sub-totals for Community Resources		1.68	
F. EXTERNAL RESOURCES			

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<i>A. Public Relations</i>		2	Community recognition was relatively high, but no effort has been made to expand awareness to larger public.
<i>B. Ability to work with government bodies</i>		1	Relations with village and districts are very strong. But, there is still work to be done on the relationship between Maa and each of TANAPA and the MPs. Thus far, little contact has been made between Wildlife Division and Maa.
<i>C. Ability to Work with other NGOs</i>		1	Not very much experience yet working with other NGOs.
<i>D. Ability to work with Businesses in the area</i>		1	Not yet at all active with the private sector.
<i>E. Ability to access local resources</i>		1	Maa has yet to access local (Tanzanian) sources of financial resources
	Sub-total/5:	1.2	
Avg of Sub-totals for External Relations:		1.2	